

23 May 1977

MEMORANDUM FOR: DDI  
DDS&T  
DDA  
OLC  
A/DCI/PA

SUBJECT : "Public Outreach"

REFERENCE : 19 April 1977 memorandum from Mr. Knoche

The DCI has now returned the package of proposals submitted to him by subject memorandum. You will note that he is in favor of proceeding with nearly all of them, and we should decide together on how action responsibility should be assigned.

The following, I believe, is a fair summary of the state of play:

1. "Public Visitation" and "Intelligence Officers Meetings", are no longer in consideration.
2. "Meetings with Directors of Think Tanks", "Meetings with Directors of Area Study Centers", and "Carnegie Face to Face" are consistent with DDI activities and action should presumably remain in that office. In addition, I understand that the "DCI Dinner Meetings" are already in hand in DDI.
3. "Congressional Intern" programs are properly OLC action.
4. "World Affairs Councils" programs would be handled by the office of the DCI or another top official, as appropriate. Herbert Hetu will be closely involved with this program.
5. The balance of the proposals appear to be either already underway in the office of the A/DCI/PA or will be handled there as they develop. Furthermore, I would think that Herbert Hetu will want to be involved, as appropriate, in most or all of this package.

2

May I suggest that we meet briefly later this week to agree on action.



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SA/DDCI

Att.

19 April 1977

MEMORANDUM FOR: Director of Central Intelligence  
FROM : Deputy Director of Central Intelligence  
SUBJECT : Suggestions for CIA Outreach to the Public

1. In response to your guidance, we have sketched out alternative suggestions for public outreach. Some of these could be gotten underway faster than others, and some might need to be modified in the course of working them out.

*Am going short one*  
*5/21*  
2. The next step is to get your reaction to these proposals and an indication as to which of these you would like to see priority given. In this connection, please note the suggestion for you to give a commencement address. This may be difficult to arrange at this late date, but if it appeals to you, we could start taking soundings at once. You might wish to use your own connections to make some feelers. It occurs to me that such an occasion, if it can be arranged, would provide you an excellent opportunity to discuss your philosophy on relations with the academic community. We will have new policy guidelines developed before that time.

3. As you know, Herb Hetu is proceeding with his plan to get an agreement for a Who's Who TV spot.

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4. Although many of these involve you as DCI, obviously [redacted] Bob Bowie and I, as well as the Directorate Deputies, could also be involved.

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[redacted]  
for E. H. Knoche

Attachments:  
As stated

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A DCI Commencement Address

A. Description of the Activity. Arrangements should be made for the Director to deliver the commencement address this spring at a leading American university. We propose to draft a speech that would expound on the crucial role of intelligence in the foreign policy process with particular emphasis on our research and analysis efforts. The central theme of such a speech might well be to advertise the Agency's research components for precisely what they are - the nation's foremost foreign area think tank.

B. Number and Type of People to Be Reached. A commencement address by the DCI, even at a small or regional campus, most likely would attract considerable national media coverage.

C. Cost. Minimal.

*Good idea - too late (5/15)  
but I have one  
small speech at  
Bryant College graduation*

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Speeches before World Affairs Councils

A. Description of the Activity. We propose that appropriate Agency officials engage in a series of speaking engagements before local World Affairs Councils throughout the United States. The kick-off speech in such an effort could be made by the DCI before the executive directors of World Affairs Councils when they next convene in Washington. The focus of such speeches would be the role of intelligence in the foreign policy process.

B. Number and Type of People to Be Reached. The number of people attending such speeches would vary of course, but an advertised appearance by an Agency representative most likely would draw a large audience anywhere in the country. World Affairs Councils generally are composed of leading citizens in their communities who are interested or involved in foreign affairs. A positive impression on such an audience would have a substantial multiplier effect throughout a community. Agency sponsored appearances most likely would draw media coverage as well.

C. Cost. Travel and per diem expenses for Agency travelers.

D. Pros and Cons. Such a program could make a substantial contribution in explaining the role of intelligence and in generating extensive and positive public relations. Each appearance would have to be carefully and thoughtfully arranged and a standard speech, with only slight variations for particular audiences, ought to be followed to minimize the possibilities of adverse consequences. If different scripts are developed over time, each should be carefully reviewed by appropriate Agency officials. There is always the possibility of course that such public appearances by Agency officers could be disrupted by hecklers or by individual critics of CIA, and therefore our speakers would have to be chosen with considerable care.

*Handwritten notes:*  
Need only  
work them out

*Handwritten signature:*  
Z

*Handwritten text:*  
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A Series of Agency Forums  
with Directors of Private Think Tanks

A. Description of the Activity. The directors or other appropriate senior officials of private centers engaged in foreign affairs research (and not under contract with us) should be invited to the Agency in small groups for a day or two of discussions. The DCI could meet with the visitors during a breakfast or lunch session or in some other manner. The visitors should devote the majority of their time at the Agency to meetings with the DDI and other officers in the directorate for the following purposes:

1. To exchange information and opinion about respective research programs and priorities.

2. To identify areas in which the research of private centers complements our own with an eye toward possible contractual relationships in areas where they are especially well qualified.

3. To assist small centers with few government contacts to make their research efforts more relevant to the needs of foreign policy practitioners.

4. To establish permanent lines of communications between Agency and private scholars.

B. Number and Type of People to Be Reached. Each session with directors of research centers should be limited to about 5 individuals in order to guarantee the maximum possible exchange. A series of such sessions should be held at the rate of approximately one a month.

C. Cost. At the most the Agency would volunteer to pay travel and per diem expenses for the visitors.

D. Pros and Cons. The DDI Coordinator for Academic Relations and External Analytical Support would invite only individuals anxious to know more about CIA research and analysis and interested in possible contractual relationships. We cannot anticipate any adverse consequences, and the possibilities for expanding the scope and quality of our analytical efforts are substantial.

Meetings with Directors  
of University Area Study Centers

A. Description of Activity. More than 200 significant centers in interdisciplinary regional studies operate in the graduate schools of American universities. We believe that the DCI can play an important role in assisting the directorate in opening regular substantive dialogues with many of those we are not already in touch with. An ideal first step would be to invite the directors of such centers to visit the Agency in groups of from five to ten. Each group would be from a particular regional specialty, i.e., 10 directors of Latin American area studies one week, 10 directors of Middle Eastern area study centers the following week, etc. The DDI and appropriate regional specialists would meet with the visiting academics to discuss their own research program and priorities and those of the visitors.

B. Number and Type of People to Be Reached. Each visitation should be kept small but they can be conducted on a continuing basis in an effort to reach as many of the significant area study centers as possible.

C. Cost. The costs would be relatively high if the Agency paid travel as well as per diem expenses to such a large group of visitors.

D. Pros and Cons. An effort like this would require considerable thought and care in orchestrating. Many of the target academics have been hostile or critical of the Agency in the past, and at least a few might well choose to make an issue of such an effort. Some undoubtedly would refuse to participate, and we might expect some adverse publicity in student papers and perhaps even the mass media. Appropriate Agency responses to criticism of such a program could assist us in any event, in calling public attention to the legitimate research and analysis efforts of CIA.

Such an endeavor could have innumerable and substantial positive effects. The target academics are among the most prestigious and influential regional experts in the United States, and in each instance where we succeed in improving their understanding and appreciation of the intelligence process there would be an extensive multiplier effect among both faculty and students.

The Carnegie Face-to-Face Program

A. Description of Activity. The Carnegie Endowment for International Peace sponsors the Face-to-Face program, which brings senior persons interested and involved in foreign affairs problems together for an informal evening's discussion. Face-to-Face meets in a "clubby" atmosphere in which a senior foreign affairs practitioner speaks off-the-record and then engages in discussion with the invited audience. From 20 to 30 decision makers from the executive and legislative branches, banking, commerce, industry, academia, and the media are brought together for dinner, cocktails, and discussion. Face-to-Face sessions have proved highly beneficial to senior DDI specialists who have participated. Arrangements currently are being made for the DDI to be the keynote speaker at a Face-to-Face evening sometime soon, hopefully in May. It is planned that he will speak about the imperative role of the directorate's research and analysis in the foreign policy making process. Arrangements might also be made for the Director to appear.

B. Number and Type of People to Be Reached. Although only 20 to 30 people attend the Face-to-Face sessions which are strictly off-the-record, appearances by top Agency officials most likely will result in considerable public relations benefits.

C. Cost. Face-to-Face pays all of the costs.

D. Pros and Cons. The DDI Coordinator for Academic Relations and External Analytical Support is making the arrangements for the DDI's appearance and will work with Carnegie representatives in developing the evening's invitation list. Carnegie, of course, reserves the right to make the final determination on who will attend. We cannot rule out the possibility that persons hostile to the Agency will be invited and that they will attempt to turn the session into a critique of the Agency. We think that this or any adverse publicity about such an appearance is extremely unlikely, however, because the Face-to-Face program is intended to promote understanding and exchange between high level persons involved in foreign policy matters. In balance, the public relations benefits that most likely will be derived from such an appearance seem to far outweigh any possible disadvantages.

2200-100-105  
Program 705

Go- DDI, DDI/NT, DDI/IC *do*



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ADMINISTRATIVE - INTERNAL USE ONLY

The proposals on the next two pages have been previously reviewed by DCI and approved in principle. DDI is now attempting to arrange the meeting on the World Food Problem.

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Proposed Subject and Possible Participation  
for DCI Dinner Meetings

THE WORLD FOOD PROBLEM: DIMENSIONS, CAUSES AND PROBLEMS

The world food problem is one of increasing concern because of reservations regarding the finite limit of food supplies and the increasing population in the world, particularly in the less developed countries. The Agency does some work on this topic but obviously will have to gear up to play a much larger role. The main purpose of the meeting would be to give the Agency an opportunity to obtain the views of informed outsiders on both the short-term and longer term aspects of the world food problem.

This suggestion also would include the proposal that one of the proposed participants--Professor Jean Mayer, the President of Tufts University--also be invited to speak to Agency personnel in the auditorium. An alternative proposal would be to have a panel chaired by Dr. Mayer and other invited guests, particularly a panel in which opposing points of view would be represented.

The list of candidates for the dinner session, as you will note, is designed to include a broad spectrum of people not usually invited to this kind of dinner meeting, particularly members of the Congress and representatives of the press.

*Topic is general idea - include the topic too.*

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Proposed Subject and Possible Participants  
for DCI Dinner Meetings

THE OCEANS

Fundamental issues are under negotiation in the Law of the Sea Conferences. Whatever the outcome, status of the oceans and the scope and nature of ocean activities are undergoing profound and rapid change. The issues before the LOS Conference are diverse, complex, and interrelated. That, combined with the large number of participants in the negotiations has created an extremely complicated situation of uncertain outcome. Discussion of the complexities of negotiation and of the differing national interests and policies would not be a particularly useful or stimulating subject.

However, a discussion pitched at a higher conceptual and philosophical level could provide an interesting and worthwhile session. Examples include discussion of the broad global implications of an international regime for the seas based on what appear to be the desires of the majority of the participants, and, in contrast, a discussion of the broad global implications of the lack of agreement of an international regime for the oceans.

Usually discussions of law of the sea issues among government officials view matters primarily from a national or regional viewpoint and in terms of differing interests with other countries or regions. Much attention is given to domestic special-interest groups. This suggestion is to discuss the oceans from the perspective of the interests of mankind and of the planet itself.

One or two leading experts in the nature of the oceans and their potential for helping sustain life on the planet could present provocative, perhaps contradictory, scenarios as a basis for discussion. The presentations might be prepared in writing and circulated in advance of the meeting. Participants might include a non-national of unique insights and expertise on broader ocean subjects.

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Proposed Subject and Possible Participants for DCI Dinner  
Meetings - THE OCEAN

The concept requires additional refinement. Given some time for inquiry the suggested list of participants could be improved or increased.

PUBLIC VISITATION DAY

A. ACTIVITIES:

Hold an "Open House" at CIA Headquarters, advertised in advance to which the public at large would be invited. Show off-the-shelf films throughout the day in the auditorium. Set up a walk-through display area, similar to that used for Family Day (U-2 camera, Cuban Missile Crisis data). Provide small group tours through the Library. Perhaps sell coffee and doughnuts in the cafeteria. No access would be permitted above the first floor. Station guides at various points on the first floor tour to answer questions.

B. NUMBER AND TYPE OF PEOPLE TO BE REACHED:

The response is hard to predict. Nevertheless, planning would need to be based on a large number, anywhere from one to five thousand people. Perhaps more. Visitors would likely include the curious who are attracted by the opportunity to see the inside of the "mysterious" CIA.

C. COSTS:

Additional payrolling costs based on a program of five hours (10:00 a.m. to 3:00 p.m.) on a Saturday are estimated at \$5,800 for 45 Federal Protective Service officers, 10 Agency Security officers, and five audio countermeasure engineers from the Office of Security to

perform a sweep of the area opened to the public. (See attached).  
Additional payrolling costs for guides and cleaning personnel, depending on the numbers required, might bring the total direct cost to approximately \$7,500.

PROS:

- A positive contribution to opening up intelligence as a proper and necessary function of government
- Opportunity for reaching a cross-section of the public that would probably otherwise not be reached except through TV
- Help remove some of the <sup>more</sup> mythology surrounding any installation surrounded by fences and guards at the gates.

CONS:

- Visitors may well misunderstand and be put off by security policing which would have to occur, and by bag-checks which would be needed to guard against potential bomb or audio endeavors. No amount of policing, however, could fully insure against a staged incident like the whitewashing of

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- Press and Congress could misinterpret it and ridicule it as a "Disneyland" approach to selling the Agency's image, i.e., "huckstering".
- At a time when we have been stressing improved security to Congress and our critics, this could be interpreted as an unnecessary risk to physical security.
- There would be a problem for DDO people who have to work on Saturday. One suggestion is that they be assembled at a remote area and bussed in to the rear loading dock area.

The following is regarded to be the necessary security control coverage for permitting access to the Headquarters compound by the general public on a Saturday between 1000 and 1500 hours:

15 officers to provide minimum coverage inside the building at the first floor level.

17 officers to provide minimum coverage on the exterior for the purpose of issuing appropriate tickets, recording license numbers, and to insure that all visitors depart the compound.

3 officers to provide the requisite control at the North Parking Lot where visitors would be directed.

4 officers adjacent to the building leading from the North Parking area around the building to the Main Entrance.

1 officer at the DCI Tunnel Entrance.

1 officer at the road leading from Gate #1 to the South Parking Lot to direct visitors to the North Parking Lot.

1 officer at the road leading to the Southwest Entrance.

1 officer at the Auditorium (exterior)

1 officer at the Auditorium (interior)

1 officer at the VIP lot to insure that visitors do not proceed to the south side of the building.

This FPO coverage would be on overtime basis at a cost of \$4,840.00.

The above FPO coverage would require augmentation on the inside of the Headquarters Building of 10 security officers, on an overtime basis, at an estimated cost of \$560.00.

These FPO's and security officers would carry out a search of the grounds and the building immediately after the departure of visitors. Also following their departure 5 ACM engineers would be required for 2 full work days. The cost of the engineers would be \$180.00.



Tour of Agency Headquarters - Congressional Sponsors

Set up a short film and display area in the Headquarters Building for tourists. Access would be by reservation, through Offices of Congressmen . . . exactly as FBI, White House Tours are now handled.

Set up walk-through display area (perhaps in subway area under Auditorium). Use same display as was used for Family Day (U-2 camera, Cuban Missile Crisis data).

A. Coverage

Reservation - only. Congressional referrals.  
We could set a quota for each member as White House does.

B. Cost

Display is based upon old one . . . most material should still be available. A film and viewing area would have to be put together from some of the old Agency P.R. films. Parking would be needed. Escorts and guides should be on duty in the display area.

PROS

A Congressional payoff. . . gives Members the chance to look good in front of the constituents.

Group size is "controllable"

DoD does same thing at Pentagon

CONS

More visitors to Agency grounds

Occupies parking and floor space

*Let's get a new one*

*Do -*

*Suggest a museum/exhibit in tunnel from arch to building + then turn around atrium with stop in spaces.*

*Set up special area for Cong. Staffers prior to the above tour*

Congressional Summer Intern Program - Briefing

Each year Congress hosts summer interns. These students are, typically, second year college students. Two groups spend six weeks each in Hill offices. Each group is about 1000. A formal briefing schedule is set up for these students. We could offer to participate in that briefing series.

A. Coverage

1000-2000 college students from across the country.

B. Cost

None - use OTR briefer.

PROS

Established program

Large coverage

Suitable for "general" briefing

CONS

Most of established program discusses Congress and Legislative affairs

C. Approach

OLC to offer briefing directly to the Bi-Partisan Intern Committee or through the SSCI.

D. Alternate

Bring the Interns out to the CIA building and brief in the Auditorium.

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Intelligence Museum

Develop a "corridor-type" display of intelligence history and hardware.

Install in a suitable position in the Pentagon for the Pentagon Public Tour.

A. Coverage

The Pentagon Public Tour is a guided, escorted tour through the halls, lasting about one hour. Group size averages 25. Tours depart every 15 minutes.

B. Cost

Construction cost of display. No recurring personnel cost as Pentagon Tours are guided by enlisted personnel.

PROS

Large coverage of average citizen

Not located in Headquarters area

CONS

Smithsonian display would cover larger groups

Associates CIA with Pentagon in eyes of tourist

DoD may not be happy with a CIA display

C. Alternative

Train a CIA intern to be stationed at the display and give the briefing. This might appeal to the Pentagon as it would give their tour guides a bit of a rest during the tour. An intern could be instructed how to handle the "difficult" questions in a polite manner. Such a tour, too, does not lend itself to "in-depth" questioning.

*Go - but not a CIA display - an IC display (with ample space for CIA) - show DoD Intel + CIA*

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PUBLIC AFFAIRS SUGGESTION

DESCRIPTION OF ACTIVITY:

TV DOCUMENTARY ON AGENCY.

Encourage prestigious and popular national network show (e.g. NBC News Report) to film a special feature or series on the Agency and the intelligence process. The documentary could include excerpts of existing Agency films, coverage of the Headquarters building, and interviews with select employees. Additional material would need to be developed to demonstrate the role of intelligence in support of foreign policy and national security.

NOTE - This would go well beyond what is now planned for the Who's Who show.

NUMBER AND TYPE OF PEOPLE TO BE REACHED:

Potential for national exposure on television.

COST: Production costs would be carried by the producer. Our costs would be investment of time for staff support.

- PROS: 1. Potential for reaching large cross-section of population, especially where film is available for public use (e.g. schools, professional and community organizations etc).
2. Agency would have control over material presented.

- CONS: 1. Network involved could realize certain advantages over other networks.
2. Networks may not be interested.

3. Agency would not control editorial content.

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PUBLIC AFFAIRS SUGGESTION

DESCRIPTION OF ACTIVITY:

PRESS RELEASE PROGRAM ON EMPLOYEE ACCOMPLISHMENTS

Provide stories on employees receiving awards or special recognition to their local and home (of record) newspapers similar to what is done by military services.

NUMBER AND TYPE OF PEOPLE TO BE REACHED:

Over an extended <sup>now</sup> period this would reach a large segment of the population including those not usually concerned with Government and the Agency.

COST:

Est. one man-year (\$23,800) in addition to support costs.

*OK - But probably too costly due large # we cannot publish -*

PROS: 1. Provides human interest appeal.

2. Bolsters morale of employees and their families,

3. Would affect most social/economic groups in population.

CONS:

1. Employees under cover are prohibited from sharing benefits.

2. Agency is limited, relative to the armed services, in the activities which could be addressed.

PUBLIC AFFAIRS SUGGESTION

DESCRIPTION OF ACTIVITY:

EXPANDED PUBLIC SPEAKING PROGRAM.

Form group of well qualified public speakers to represent the Agency at local level speaking engagements (eg, Womens Club, VFW, etc.) throughout the country. Retired employees could be used for this purpose along with public personalities.

NUMBER AND TYPE OF PEOPLE TO BE REACHED:

Potentially a wide cross-section of the population depending on the scope of the program.

COST: Est four man-years and travel expenses.

- PROS: 1. Gives public direct exposure to Agency employees.  
2. Presentations could be tailored to audience.  
3. Would reach elite audiences.

- CONS: 1. Creditability of employees could be questioned.  
2. Personnel involved must be dedicated to the effort.  
3. Individuals could encounter harassment.  
4. Would still represent relatively small, public exposure - except for press reporting therefrom.

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PUBLIC AFFAIRS SUGGESTION

DESCRIPTION OF ACTIVITY:

INTELLIGENCE OFFICERS PROFESSIONAL MEETINGS.

Arrange meetings, open to the public, in the form of professional society conferences. Papers on intelligence would be presented by Agency representatives and people from the private sector. Topics could include: analysis techniques, data processing technology and methodology, program management, as well as briefings on current economic, technical and political issues.

NUMBER AND TYPE OF PEOPLE TO BE REACHED:

Limited number of people from academic and defense industry communities.

COST: Dependent on scope of program. If US Government facilities are used the cost would be minimal.

PROS: 1. Could attract influential audiences.  
2. Would help stimulate creative thinking within Agency and with contractors.

CONS: 1. Space control could be difficult to administer.  
2. Discussions would be ~~limited~~ limited due to security restrictions.

PUBLIC AFFAIRS SUGGESTION

DESCRIPTION OF ACTIVITY:

UPGRADE AND EXPAND PARTICIPATION IN HIGH SCHOOL AND COLLEGE CAREER PROGRAMS.

Concentrate resources on dressing up Agency exhibits, and dedicate employees to participating in career programs using efforts of industry as examples. Provide continuing program of awards for academic achievement.

NUMBER AND TYPE OF PEOPLE TO BE REACHED:

Small number of younger population.

COST: Est three man-years, material and travel expenses.

PROS: 1. Offers dual benefits in the public affairs and recruitment areas.

2. Gives public direct exposure to Agency employees.

3. Allows us to answer their questions rather than addressing ones we perceive

4. Could use DCD field office personnel plus recruiters from OP to broaden geographic coverage.

CONS: 1. Individuals could encounter harassment.

2. Speakers would require constant updating on current Agency affairs.



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